

20 May 74

Patti:

The following list of individuals
received the attached:-- *

Mr. George A. Carver
Mr. George Cary
Mr. Donald Chamberlain

[redacted]
Mr. Carl T. Duckett
General Daniel Graham

[redacted]
Mr. John D. Iams
Mr. John S. Warner

Marie

*Memo for: Mr. Colby dated: 9 May 74

Subject: Executive Secretariat

Ref. A. = [redacted]

B. = DCI Memo 5 Nov 73

9 May 1974

MEMORANDUM FOR: Mr. Colby

SUBJECT : Executive Secretariat

REFERENCES : A. [] Establishment of the Executive Secretariat

B. DCI Memorandum dated 5 November 1973, Agency Organization

*Excellent - and a
Sincere Well Done +
Thanks to
all STAT
concerned
WEC
5/13/74*

1. General. The Executive Secretariat was established 12 July 1973. Its responsibilities are clearly outlined in [] and Reference B brought it into relationship with your management format. After nine months' experience, it seems useful to pause and assess its performance, identify its role as a support vehicle to Deputy Directors, and point to areas we are trying to clarify. In reality the daily work of the Executive Secretariat is seized with five chores:

- a. Support to the DCI, DDCI, the various offices reporting directly to the DCI, and the four Directorates.
- b. Direct and indirect (via Comptroller) support to Secretary, CIA Management Committee.
- c. Supervision of the AO/DCI and Executive Registry.
- d. E Career Service Management.
- e. Miscellaneous Tasks.

2. Support to the DCI, DDCI, the various offices reporting directly to the DCI, and the four Directorates. Without repeating all tasks in Reference A, we are comfortable with the current system for routing and assigning all actions. There is room for improvement in the suspense system. As far as I know, correspondence is answered on time, but too often there is not adequate time for you to focus. We constantly strive for an adequate balance between time allotted for staff and component home-work and your need to review, advise, and approve. As you know, we have polled the Journal recipients. They are quite satisfied with it and indeed

benefit greatly from its existence. We are striving to refine the DCI Checklist and the weekly display of its substance in your morning staff meeting. It seems to serve your purposes, but we think it can be improved. Although I accept full responsibility for "all government property in view" within the Executive Secretariat's sphere of influence, [redacted] and I have found it convenient, indeed essential, if we are to understand the substance of the large volume of paper, to establish some division of labor. He is the "case officer" for DDS&T, DDI, IC, and MAG. I handle the remainder, with each of us looking over one another's shoulder so as to be completely interchangeable.

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3. Direct and indirect (via Comptroller) support to Secretary, CIA Management Committee. Aside from the rather mechanical chores of taking minutes, developing agendas, and arranging meetings, we find ourselves in an advisory role as to what topics should be prepared for Management Committee review. Several weeks ago I asked the Comptroller to review with the Secretary, Management Committee, a listing of topics requiring Management Committee action. Jack Iams and Carl Duckett are developing a memorandum for your review and approval on this matter.

4. Supervision of the AO/DCI and Executive Registry. After a bumpy start, which I attribute to too much enthusiasm on [redacted] part for centralization, AO/DCI seems to have established the proper balance of service to the DCI area. I believe they have the right professional mix of skills. Although [redacted] places the AO/DCI under this office for supervision, I have encouraged [redacted] to seek appointments with you on those matters we conclude require your attention. The Registry is now a hard-working, but happy team. We will need some new skills as we move into computerized document control and retrieval. The incumbents can be trained, career plans are being developed for each, and I envisage no problems.

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5. E Career Service Management. As you know, panels have been appointed. They are currently developing a data base and will not be truly operative until 1 June. In the meantime, I use them as an advisory body. The Senior E Career Service Panel, which I took the initiative in weaving into the literature of E Career Service management, will be called upon more frequently in the future as we strive to manage the heterogeneous disciplines assembled in the "DCI area."

6. Miscellaneous Tasks. We need not list them all but some which consume a considerable amount of time are:

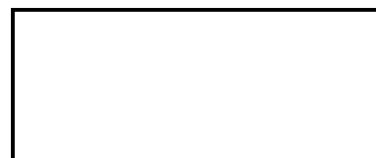
a. The husbandry of MAG.

b. Responsibility for seeing that the Office of Security takes appropriate action on crank or questionable mail and returns to me that which is serious or otherwise requires staff or component action. Mindful that you expressed an interest in being periodically informed on the nature of crank mail, I asked Charlie Kane several weeks ago to review the principal correspondents. I will forward this to you separately.

c. As you know, the Deputy Assistant to the President for Personnel has established a relationship with this office enabling it to vent personnel profiles against our needs. This arrangement is working well, and we are under absolutely no pressure to place any of them.

7. Executive Secretariat Orientation. The enabling literature for the Secretariat (References A and B) is upward oriented, i. e., it points to us as a service to the DCI, DDCI, and immediate staff. We are struck with the fact that much of our day is spent assisting Directorates in their reaction to DCI requirements, whether it be in response to something we have sent to them for action, advising on the time frame and related topics, or bringing it into relationship with related work our vantage point gives us knowledge of. Via the ES Routing Slip we often dictate coordination. As I mentioned several weeks ago, we are inclined to measure the effectiveness of this office in inverse proportion to the demands we place on your time. In other words, if we can get a Directorate or Office to correct mistakes in detail or in staffing (and there are many), the major function of the Secretariat has been accomplished. We seldom, if ever, take note of what input, if any, we have made on a matter before it reaches your desk. In some ways one of the more difficult decisions we encounter is identifying topics which need not come to your attention. This we do daily, and experience to date suggests that our judgmental factors in this area are adequate. By virtue of sitting across the channel of most written actionable correspondence, the Secretariat often acts as a carburetor dictating the flow of material to you, the Management Committee, or the Directorates. It has a remarkable ability to foment action -- an ability that could be abused unless one is constantly aware of the integrity of the command line. I would like to think that if you were to poll the line, you would find a consensus that this office seldom gets in the way and more often paves the way to your door.

8. Secretariat Capabilities for Additional Responsibilities. We have fended off initiatives to take on more tasks until such time as we establish a level of confidence in performing those functions outlined in References A and B. There are a few jobs that we should probably be given responsibility for and could handle without the aura of empire-building or additional personnel. These I will discuss with you when time permits.



D. C. Evans

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5 NOV 1973

MEMORANDUM FOR: See Distribution

SUBJECT : Agency Organization

1. The following memorandum will outline my views of some of the roles and missions and basic organizational relationships of the various elements of our Headquarters. It is obviously a generalized presentation, and there will be a number of gaps and overlaps on minor aspects. These cannot be overcome by careful delineation, but they can be overcome by active collaboration by all levels of management. Full realization at all levels that we are all working for the nation should heighten this sense of collaboration. No single element of the Agency or the intelligence community has interests independent of the need to work together to get the best possible job done.

2. Director. As I have indicated previously, I believe the Director has only one hat. He obviously must divide his time in response to his various responsibilities. My concept of the role is to assign overall objectives to subordinate elements and then give to their leaders the authority and resources to take the steps necessary to accomplish these objectives without seeking approval on details from me (except in instances involving substantial political or operational risk which I should knowingly assume). The necessary corollary of this concept is a requirement for detailed post-audit of results. I will endeavor to develop the expression of objectives in clear form and systematic post-audit evaluation procedures to carry out this approach. Various staffs will assist in these regards, but their actions will be advisory to me, and I will maintain the integrity and privacy of the command line between the Director and the Deputies.

One other point. The Director's primary responsibility is in my view in the substantive field of intelligence support to the President and other proper authorities. Thus, my first responsibility is to ensure my own competence in the substantive field where required through briefings,

DCI

ADMINISTRATIVE--INTERNAL USE ONLY

- 2 -

study, etc., and also to ensure the best possible intelligence production from the Community and the Agency. At the same time, I see the substantive approach to be the most useful way of attacking my management responsibilities. Through the assignment of substantive objectives and the evaluation of performance against those objectives, we can best determine the basis for an optimum allocation of resources among the various components of the intelligence community.

3. The Deputy Director. The Deputy Director is the alter ego of the Director in every respect (except the legal limitation of termination authority to the DCI alone). He will be kept fully informed of any matter raised with the Director, and his authority to speak is the same as the Director's. He will obviously focus more on certain activities than others, as will I, but he must be in a position to replace me in every respect at any time.

4. Management Committee. The Management Committee will consist of the DCI, DDCI, the Secretary (Mr. Duckett, also as DDS&T), the DDI, DDM&S, DDO, General Counsel, Inspector General and Comptroller. The Committee will meet periodically to consult with the Director on matters dealing with the Agency, as placed on the agenda by the Secretary and circulated to members before meetings.

5. The General Counsel will be the legal adviser to the Director and be consulted on all legal or potential legal problems.

6. The Inspector General will report to the Director on matters requiring his attention stemming from complaint or his independent investigation. He may make investigations as requested by any Deputy Director or senior officer or as may be self-initiated where a need is seen. He will provide administrative supervision to the Audit Staff, but its reports will be submitted without modification to the Director.

7. The Comptroller will be responsible to the Director on the Agency program and resource utilization. The Office of Planning, Programming and Budgeting is redesignated the Office of the Comptroller and will be responsible for the preparation of the annual program and continuing performance evaluation, including monthly Comptroller reports

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- 3 -

to the Management Committee, and review and consolidation of component Annual Reports. A detailed Notice will be issued defining the functions of this Office.

8. Intelligence Community Staff. The Intelligence Community Staff will report to the Director and have staff responsibility for intelligence community matters. These will include the Director's responsibilities to PFIAB, as Chairman of IRAC, USIB, ExCom, and as Deputy Chairman of NSCIC. In particular, the Intelligence Community Staff will develop objectives for Community components and organize studies and evaluations of Community performance. To the maximum degree possible, the Intelligence Community Staff will generate component participation in its work and consult with the National Intelligence Officers for substantive input.

9. National Intelligence Officers. The function of these Officers and of the Deputy to the DCI for NIO's has been outlined in the basic memorandum establishing these Officers. They will operate as staff officers for the Director and, through command channels, stimulate collaboration of all elements of the Community on substantive problems. They will also assist in customer relations, consultant assistance, definition of objectives, evaluation of performance and resource allocation and management decisions. In particular, they will assist in the substantive production of the Directorates and in developing objectives and performance evaluation systems by the D/DCI/IC for the Community and the Comptroller for the Agency.

10. The DDM&S provides resources (financial and personnel) to Agency operating components for the implementation of the programs established by the Director and the appropriate Deputy Directors. He has the authority and responsibility for the direction of the activities of the components in the Management and Services Directorate and for the allocation of their resources to meet the requirements of the Agency. The Office Directors in the DDM&S have a staff responsibility to the Director for their particular fields as well as their direct operating responsibilities. Each of them performs management and services functions for the entire Agency. Each furnishes resources and has the obligation to provide policy guidance and assistance in the management of those resources on behalf of the Director to the managers who have the responsibility for their use. The responsibilities of these Offices to the Director are fulfilled under the authority of the DDM&S.

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- 4 -

11. The Legislative Counsel is the Director's principal adviser on responsibilities to the Congress. He will coordinate all Agency Congressional contacts and will levy on Agency elements requirements for response to Congress.

12. The Assistant to the Director is responsible for coordinating Agency contacts with the news media and is the Director's principal adviser on the Agency's relationships with the news media. The Agency does not have a public relations office or function but must, in view of the delicacy of intelligence activities, have such a central point of coordination.

13. Executive Secretariat. This office's functions are as described in the Notice establishing the office. It is an office of service to the DCI and DDCI and the various offices reporting directly to the DCI, e.g., the General Counsel, Legislative Counsel, IC Staff, NIO's, Comptroller, and IG.

/s/ W. E. Colby

W. E. Colby
Director

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